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The interaction between Alliance forces and the civil environment in which they operate is crucial to the success of operations. This applies to both Collective Defense Operations and Crisis Response Operations. Indeed, [Strategic Concept] 99 states that the multifunctional nature of Crisis Response Operations requires that all military and civilian agencies and organizations involved co-operate fully.

North Atlantic Treaty Organization (NATO) Strategic Concept 99, 24 April 1999

BACKGROUND

From 16 through 20 October, 2006, NATO conducted a Command Post Exercise (CPX) they called “Great Result 2006” in Turin, Italy. The exercise was conducted in order to evaluate the Italian Army civil military cooperation (CIMIC) Group South’s ability to plan, deploy and exercise CIMIC operations in support of NATO led stability operations. The US Army Training and Doctrine Command (TRADOC) agreed to support this exercise in April 2006 during the Italy-US Army Staff Talks in Venice. TRADOC tasked the US Army Peacekeeping and Stability Operations Institute (PKSOI) to support this event by providing a Civil Affairs (CA) Subject Matter Expert to observe and provide advice to the Italian command. Colonel Don Jackson, PKSOI’s Director of Civil-Military Integration, supported this tasking. Other US support to this exercise included the TRADOC liaison officer (LNO) to the Italian Army Staff, Major Douglas Faherty, and two members of the US Attaché to the Italian Embassy, Colonel Frank Morgese and Lieutenant Colonel Charles Davis, all stationed in Italy.

Foreign participants included representatives from Supreme Headquarters Allied Powers Europe (SHAPE), Joint Command Naples, the CIMIC Center of Excellence, and representatives from some of the major international organizations (IOs), and non-government organizations (NGOs).

A CIMIC, as defined by NATO, is the organization responsible for coordination and cooperation between the NATO Command and civil actors, including national population and local authorities, as well as international, national and non-governmental organizations and agencies, in support of a mandated mission.

Approximately four years ago, the Italian Army took the lead in developing a CIMIC unit based on the NATO CIMIC plan and model. The unit stood up approximately three years ago, and is near to full strength in terms manning and equipment. CIMIC Group South Headquarters is designed primarily for planning, coordinating and managing the daily activities of its four CIMIC’s companies (or Coys). Of the 179 personnel participating in the exercise, 140 of them were from the CIMIC Group South, 21 were from other headquarters (HQ), and 21 were civilians (IOs, NGOs, etc.).

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CIMIC Group South is a unit capable of deploying as: 1) a staff only, 2) as an augmented staff from within, 3) as a deployable unit module that is sustainable for multiple missions or 4) as a combination of all the above with outside augmentation. As noted by the CIMIC Group South Commander, "It is the first time a unit of this size has been capable of reaching this level in NATO integration, re-qualifying its personnel according to NATO prerequisites." CIMIC Group South is now the only CIMIC Unit directly available to NATO and able to support NATO in collective defense operations, crisis response and peacekeeping operations.

DISCUSSION

The Italian Army continues to undergo its broadest and most fundamental changes since the end of World War II, while supporting worldwide deployments in seven distinct theaters of operation: Operation Iraqi Freedom (OIF), Operation Enduring Freedom (OEF), NATO Kosovo Force (KFOR), European Union Military Force (EUFOR), Sinai, Sudan and Lebanon.

Currently, Italy has approximately 7,000 troops conducting peacekeeping and supporting the Global War on Terror (GWOT). CIMIC Group South HQ has an Italian defined mission to provide command and control and training for both the Italian CIMIC Company and its allies Greece, Portugal and Hungary.

The Italian military is transitioning from: a static, territorial force to an expeditionary force; a single-service centric force to a joint and multinational interdependent force; and a large standing force structure to a high quality, technologically advanced operational force. While the Italian Army is focused on stabilization and reconstruction operations, it is reorganizing its force structure around the concept of full-spectrum capability, acknowledging that current and future operations will involve simultaneous high-intensity operations, peacekeeping and stability support operations and humanitarian missions.

A CIMIC helps to create the conditions necessary to maximize and take advantage of civil-military operation (CMO)-type actions in order to support commanders in accomplishing their missions. The purpose of a CIMIC is to achieve mission success by creating and sustaining the conditions necessary to support a lasting solution to a crisis (see Figure 1). Therefore, the CIMIC is the interface between military and civil authorities, agencies and the population, and must be considered integral to all military operations.

CIMIC Group South is a CIMIC unit that may be deployed into the Joint Operations Area or Region as part of a national contingent, or may be assigned to support the Joint Operations Area HQ, the Regional Commander, the Land Component Command, or even an Army Corps, and may be national or multinational in its composition. CIMIC Group South is a regimental size unit made up of a HQ and three CIMIC support (tactical) companies (see Figure 2).

CIMIC Group South HQ Staff is made up of members of the three supporting countries: Greece, Hungary and Portugal. Each of the three tactical companies is composed of members of the different countries. The fourth company is the Headquarters Company (Italian) which is responsible for the regiment's logistics needs.



Figure (1) CIMIC GROUP SOUTH MISSION STATEMENT

EXERCISE SCENARIO

Great Result 2006 was a NATO-led Command Post Exercise that utilized a scenario emphasizing civil-military relations and civil-military integration in order to support the survivors of both a long-term regional conflict and a devastating tsunami that hit the war-torn region. NATO's fictitious scenario included a large peninsula composed of five countries. These peninsular nations had long records of ethnic unrest, which finally erupted into full conflict between two of the countries when one nation invaded the other. The invasion was condemned by UN, and later the two sides agreed to a cease-fire agreement. The countries signed the General Framework Agreement for Peace, and the UN Security Council issued a Resolution determining the mandate of a Multinational Peacekeeping Force for the area. The CIMIC Group South deployed into the area after a NATO decision to intervene. Nearly a half a million people were displaced and faced a myriad of problems. The CIMIC Group South role was to assist the more than 100 civil organizations in the area, and provide aid and essential support to the conflict area. Soon after the CIMIC Group South arrived in the area, the region was hit by a huge tsunami, which further complicated the situation.

KEY TASKS VALIDATED DURING THE EXERCISE

The NATO validation process was made up of 40 criteria (tasks) and 199 sub-criteria. The CIMIC Group South had to receive a "GO" on all criteria and sub-criteria in order to achieve the "Full Operational Capability," as required by NATO. Tasks included: providing support to nations, groups, and government agencies; coordinating and providing CIMIC support to the Joint Operations Area; planning and transitioning to a civil administration; providing support to national agencies; coordinating politico-military support; and, providing humanitarian assistance. These tasks were both Article 5 and

Non-Article 5 operations. Italian CIMIC Group South accomplished all tasked in order to receive a Fully Operationally Capability as required by NATO.

OBSERVATIONS

The CA SME split his time between the CIMIC Commander and the Commander's staff during the weeklong exercise providing guidance and recommendations to both the commander and the staff. Three primary recommendations were made to the commander and his staff. First, create a CIMIC operations center composed of members from each of the staff sections in order to ensure each one of the staffs is represented in the operations center. An operations center would also give the unit the ability to maintain situational awareness. Second, the unit capture all lessons from the exercise in order to start a lesson's learned process. This process can be used by future CIMIC and CA units. Finally, that the unit create standard operating procedures and conduct an extensive after action review in order to capture individual and unit pluses and minuses for future training.

CONCLUSION

Italy has asked that the US to continue support to their efforts to improve their ability to plan and execute CIMIC operations. The Italian CIMIC would like to coordinate with the 95th CA Brigade and the Special Warfare Center at Fort Bragg, NC for a Civil Affairs Mobile Training Team (MTT) to deploy to Italy and provide their CIMIC Command and Staff with some advance Civil Affairs training before they are directed by NATO to deploy. Italy's CIMIC can act as a model for other countries' CIMICs.

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